

**ORDER**

U.S. DEPARTMENT OF TRANSPORTATION  
FEDERAL AVIATION ADMINISTRATION

3600.8

11/5/91

SUBJ: ALTERNATIVE WORK SCHEDULES (AWS) FOR CERTAIN AIR TRAFFIC EMPLOYEES

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1. PURPOSE. This sets forth the procedures for implementing AWS's for Air Traffic nonbargaining unit employees in regional offices and field facilities.
2. DISTRIBUTION. This order is distributed to the division level in the Office of the Associate Administrator for Air Traffic, the Offices of Air Traffic System Management, Air Traffic System Effectiveness, Air Traffic Program Management, Personnel, Accounting, and Labor and Employee Relations, and the Air Traffic Rules and Procedures and Air Traffic Plans and Requirements Services, the branch level in the regional Accounting and Human Resource Management Divisions, the supervisor level in the regional Air Traffic Divisions, and all supervisors in the air traffic facilities.
3. BACKGROUND. AWS's have been offered as an option for enhancing operational efficiency, promoting program goals, and enriching the quality of worklife for Federal Aviation Administration (FAA) employees. The Associate Administrator for Air Traffic supports the use of AWS's based on criteria A and B in the Departmental Personnel Manual (DPM) letter 610-1. The Office of Personnel Management letter requires that both criteria be met.
  - a. Criterion A states that an appropriate AWS plan should:
    - (1) Increase operational efficiency and productivity.
    - (2) Reduce operating costs.
    - (3) Increase services to the public.
    - (4) Improve significantly the ability to recruit and retain employees.
  - b. Criterion B states that the AWS will not result in any of the following impacts:
    - (1) Interfere with the ability to meet agency objectives.

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Distribution: A-W(AT/TM/TP/TH/TR/TZ/PN/AA/LR)-2;  
A-X(AT)-5; A-X(AA/HR)-2; A-FAT-O(SUPV)

Initiated By: ATZ-210

(2) Decrease operational efficiency or productivity.

(3) Increase operating or utility costs such as utilities and overtime.

(4) Decrease in control or supervision of work operations or the proper balance of number and types of employees to perform work.

(5) Significant adjustments to support services such as computer support and building maintenance.

c. A number of regions have already initiated an AWS covering regional Air Traffic personnel. This order is designed to augment any existing regional orders and is not intended to replace or conflict with any existing regional policies.

#### 4. DELEGATION OF AUTHORITY.

a. Air Traffic Division Managers are delegated authority to approve or cancel any or all schedules (within this implementation plan) for nonbargaining unit employees in regional and field organizations. This authority may be redelegated.

b. Regional Air Traffic Division Managers and Assistant Division Managers are not eligible for participation in an AWS.

c. Air Traffic supervisors and managers in the regional offices and field facilities are authorized to allow employees, who volunteer, to participate in the AWS in accordance with the provisions of this order.

#### 5. DEFINITIONS.

a. AWS. An umbrella term describing schedules other than the traditional 8 hours per day, 5 days per week work schedule. AWS includes compressed and flexible work schedules.

b. Compressed Work Schedule. A schedule which enables full-time employees to establish a schedule of less than 10 workdays in a biweekly pay period while completing their 80-hour work requirement.

c. Flexible Work Schedule. Under any flexible work schedule, the basic work requirement is the number of hours within a specific period of time which an employee must work or otherwise account for by credit hours, sick or annual leave, leave without pay, compensatory time off, or excused absence. Depending upon the schedule by which he or she is covered, a full-time employee will normally have a basic work requirement of either 8 hours in a day, 40 hours in a week, or 80 hours in a biweekly pay period.

d. Credit Hours. These hours are defined as any hours worked under an officially designated flexible workweek schedule which are in excess of an employee's basic work requirement. These credit hours must be worked at the election of the employee but shall be subject to prior managerial approval. This approval must be based on justifiable need. Only personnel on official flexible work schedules are eligible to work credit hours. The maximum credit hour balance an employee may carry is 24 hours.

e. Compensatory Time. Compensatory time off in lieu of overtime pay is distinguished from credit hours in that compensatory time derives from entitlement to pay for overtime work (officially ordered in advance by management). Employees on any type of work schedule are eligible to work compensatory time. The maximum compensatory time balance an employee may carry is 160 hours.

f. Core Time Bands. Core time bands are that portion of the workday established by the appropriate manager which the employee must be at work or on approved absence (e.g., leave, excused, credit hours, etc.).

g. Flexible Time Bands. Flexible time bands are that portion of the workday which the employees may choose their time of arrival and departure. Core time bands plus flexible time bands must equal assigned shift hours.

h. Basic Work Requirement. The basic work requirement is the number of hours (not including overtime) an employee is required to work within a given period or account for by leave or other approved absence.

i. Official Hours of Operation. Official hours of operation are the hours and days of the week the regional office or field facility is open for public business.

6. FORMS. Employees can use the attached form, Work Schedule Request, FAA Form 3600-17, shown in Appendix 1 to request work schedules. Locally adapted forms may also be used in lieu of the form in Appendix 1.

7. SCHEDULE SELECTION. It is a national standard that employees be afforded the opportunity to volunteer for an AWS from among the options described in Paragraph 8. The AWS options may meet the employee's personal needs as well as organizational goals and objectives, operational requirements, and service provided to the public. Selection of an AWS is subject to managerial approval and must provide for office or operational coverage during official hours and days of operation. Periodic changes or adjustments may be necessary to any schedule for the purpose of providing coverage, service, and/or controlling cost.

8. AWS OPTIONS.

a. Flexible Work Schedules.

(1) Flexitour - Eight hours per day, 40 hours per week, which contain core time/flexible time bands.

(2) Gliding - Eight hours per day, 40 hours per week, which may include dual core time/flexible time bands.

(3) Variable Day - Variable hours per day, 40 hours per week.

(4) Variable Week - Variable hours per day and week, 80 hours per pay period in 10 days.

(5) Maxiflex - Variable hours per day/week. Eighty hours per pay period. Can be worked in less than 5 days per week and/or less than 10 days per pay period.

(6) Core time/flexible time bands shall be established when necessary by each appropriate regional office or field facility manager for his/her organization. The schedules must satisfy employer staffing requirements, service, and cost objectives.

(7) Employees may not carry over more than 24 credit hours from one pay period to the next. Credit hours in excess of 24 are automatically dropped in payroll processing. Employees are responsible to keep track of their balance to avoid exceeding the limit. If employees find themselves in a position of exceeding the 24-hour credit hour limit, they should advise management. Management then should consider compensatory time or overtime as compensation, if appropriate. Credit hours will be paid at the current base salary when an employee is no longer on a flexible work schedule or transfers to another facility.

(8) Credit hours are worked at the election of the employee but are subject to prior managerial approval for justifiable need.

(9) Credit hours must be earned prior to their use. Credit hours can be earned and used in 15-minute increments. Credit hour use approval has the same priority as annual leave.

(10) Flexible work schedules may include scheduled credit hours earned and used when agreed upon by the appropriate manager/employee. This scheduling method can be utilized in creating an individual's agreed-upon basic work schedule.

NOTE. Using the above basic schedules, an unlimited number of flexible schedules can be created to serve both the needs of the employee/employer.

b. Compressed Work Schedule.

(1) Compressed work schedules must be worked within a pay period in nine days or less.

(2) Compressed work schedules must satisfy employer staffing requirements, service, and cost objectives.

(3) Employees on compressed work schedules are not eligible to earn credit hours.

(4) The following are some examples of compressed schedules that may be considered. Remember there are virtually unlimited combinations that may serve the needs of the employee and the employer. Each regional office or facility must tailor the appropriate schedule to its needs.

(a) Four 10-hour days each week. (Can be in a row or two on, one off, two on, two off.)

(b) Four 10-hour days first week, five 8-hour days second week.

(c) The 5/4/9 schedule which is five 9-hour shifts first week and three 9-hour shifts and one 8-hour shift second week. This schedule gives a 3-day break every other week.

9. POSSIBLE ADVANTAGES OF AWS. The AWS's are intended to provide benefits to management, the general public, and employees. Possible advantages are:

a. To provide additional hours of service to the public and increase opportunity for contacts with offices in other time zones. The extended day will be beneficial for managing facilities which require long driving times. Personnel could have more "onsite" time each trip without incurring overtime and/or compensation time.

b. To provide compatibility for work schedules between bargaining and nonbargaining unit employees.

c. To provide additional flexibility in matching human resources to operational demands.

d. To reduce the use of annual leave by enabling employees to conduct personal business on an administrative workday off.

e. To reduce short-term absences for medical appointments or personal business.

f. To allow employees more flexibility to form carpools or to use public transportation during off-peak periods.

g. To improve morale of employees by enabling them to have input in establishing their own work schedules.

h. To enhance recruitment goals through parity with other Federal agencies offering the AWS, as well as segments of the private sector offering the AWS.

i. To provide a greater balance between personal and job needs by allowing employees more freedom in scheduling of family, community, social, professional, educational, shopping, and recreational activities.

j. To offer the potential to reduce commuting costs to employees.

10. IMPLEMENTATION PROCEDURES AND GUIDANCE.

a. Prior to implementing the AWS, the division managers shall ensure that the proposed AWS does not conflict with any regional AWS policies. Where a conflict exists, regional policies shall prevail.

b. Each employee will take a lunch period of at least 30 minutes per day. The lunch period may not be taken at the beginning or end of the employee's workday for the purpose of shortening the day.

c. In no case should the AWS cause an employee assigned to the administrative workweek to work prior to 0600 or after 1800 hours where the employee receives premium pay. Credit hours can be authorized after 1800 hours and before 0600 hours for justifiable reasons, but the employee will not qualify for premium pay, provided he/she is on an official flexible work schedule.

d. Each manager/supervisor shall, at a minimum, arrange for telephone coverage in the office during the official business hours (normally 0730-1600). The manager/supervisor shall establish a schedule for minimum administrative and/or professional coverage to the extent necessary to accomplish the mission of the office.

e. Managers/supervisors shall ensure that existing requirements regarding leave approval are not affected by the AWS.

f. Every effort should be made to consider individual employee's work schedule requests; however, managers/supervisors must satisfy appropriate staffing requirements and retain the right to change any work schedule in order to avoid adverse impact on operations.

g. Managers/supervisors shall provide advance work assignments to employees to ensure the continuation of work during the time when the manager/supervisor is not present.

h. When necessary, AWS schedules for administrative personnel may be adjusted on holiday weeks to eliminate any potential holiday pay on the day in lieu of a holiday if the holiday actually falls on the employee's day off. If the schedule is not changed, the employee must take holiday leave on the day in lieu of the holiday.

i. When necessary, the employer may change an AWS employee's work schedule to a basic 8-hour schedule to accommodate administrative travel and/or official training. An employee on detail will adhere to the tour of duty of the organization segment to which he/she is temporarily assigned.

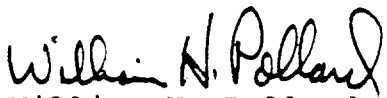
j. Periodic changes or adjustments may be necessary to any schedule for the purpose of providing coverage, service, and/or controlling cost.

k. Whenever management must make schedule changes to provide proper staffing requirements, management should give the employee as much advance notice as possible.

l. All situations regarding pay will be covered by applicable Federal employee pay and personnel regulations.

11. TIME AND ATTENDANCE ENTRIES. Time and leave clerks and/or supervisors shall use Appendix 2, Time and Attendance Procedures, for guidance in the completion of time and attendance records. Any questions regarding entries may be directed to the appropriate payroll office.

12. EVALUATIONS. The regional Air Traffic Division manager shall ensure that an evaluation of the overall AWS program is conducted at the end of each fiscal year. Personnel shall use Appendix 3, Evaluation of AWS, for guidance when conducting an AWS evaluation.

  
William H. Pollard  
Associate Administrator  
for Air Traffic



## WORK SCHEDULE REQUEST

TO: \_\_\_\_\_

DATE: \_\_\_\_\_

FROM: \_\_\_\_\_

1. I request the following biweekly work schedule.

- ( ) a. Regular 8-hour schedule.
- ( ) b. Flexible schedule.
- ( ) c. Compressed schedule.

Depict your biweekly request with hours worked each day  
and regular days off.

SUN    MON    TUES    WED    THURS    FRI    SAT

Week-1

Week-2

Lunch period requested (for administrative personnel) is  
from \_\_\_\_\_ to \_\_\_\_\_. It is requested that this  
change to my work schedule become effective on the first  
day of the pay period beginning \_\_\_\_\_. I have reviewed  
current applicable regulations relating to compressed and  
flexible work schedules.

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TO: \_\_\_\_\_

DATE: \_\_\_\_\_

FROM: \_\_\_\_\_

- ( ) Your request for a change in work schedule has  
been approved.
- ( ) Your request for a change in work schedule  
is disapproved.
- ( ) Your request for a change in work schedule cannot  
be approved due to operational requirements.  
Please resubmit with the changes recommended  
below.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Supervisor's Signature



**APPENDIX 2. TIME AND ATTENDANCE (T&A) PROCEDURES**

1. PURPOSE. The following are guidelines to Time and Leave (T&L) clerks and/or supervisors in entries that are required for AWS T&L entries.

2. ACTION. T&L clerks and supervisors should use the following entries when completing time and attendance records for personnel working an AWS:

a. Compressed Schedule. Special Tour Indicator Code "1" must be entered on the first T&A record that reflects a compressed schedule for the employee.

b. Flexible Schedule. Special Tour Indicator Code "2" must be entered on the first T&A record that reflects a flexible schedule for the employee.

c. Hold. Special Tour Indicator Code "3" holds a credit hour balance for an employee under a flexible AWS that is temporarily assigned to a non-AWS schedule, e.g., training, details, etc.. Use Code "3" in the first full pay period of the temporary assignment. Do not use code "3" if the temporary non-AWS assignment is less than a full pay period.

d. Reestablish Non-AWS. Special Tour Indicator Code "4" must be entered to change an employee from a compressed or flexible schedule to a standard non-AWS schedule. Use Code "4" in the first full pay period of a temporary non-AWS assignment. Do not use code "4" if the temporary non-AWS assignment is less than a full pay period.

e. Annual and Sick Leave. The appropriate leave category shall be documented on the T&A record using existing procedures and codes. Leave shall be charged according to the number of hours that would normally have been worked under the employee's approved basic work schedule.

f. Holidays. Any holiday falling on a scheduled workday shall count as the number of hours that the employee was scheduled to work excluding credit hours. This must be documented on the T&A record using existing procedures and codes. Employees shall be granted an in-lieu-of holiday if a holiday falls on an employee's scheduled day off in accordance with existing directives (FAA 3550.10, Pay and Administration).

g. Credit Hours. Use Time Worked Outside Shift Condition Option "9" to record credit hours worked and Time Not Worked Code "21" to record credit hours used.



**APPENDIX 3. EVALUATION OF AWS**

1. **PURPOSE.** This appendix provides guidance for evaluating AWS's used by nonunit members.

2. **ACTION.** The regional Air Traffic Division manager will ensure that an evaluation of the overall AWS program is conducted at the end of each fiscal year. If the delegated approving official determines that an existing schedule in an organizational unit has had an adverse impact as defined in 5 U.S.C. Par 6 131 (b), the delegated approving official is authorized to change or discontinue the AWS at any time.

a. The following questions are provided to assist the delegated approving officials in evaluating the effectiveness of the AWS within their organization:

- (1) Have efficiency and productivity increased or decreased?
- (2) Has the level of service furnished to the public by the agency increased or decreased?
- (3) Have recruitment and retention of employees improved?
- (4) Has employee morale increased?
- (5) Has the AWS increased or decreased the cost of agency operations; i.e., overtime, travel (other than a reasonable administrative cost relating to the process of establishing the AWS)?
- (6) Have requests for spot leave increased or decreased?
- (7) What percentage of employees are utilizing the AWS?
- (8) Has there been any adverse impact on the organizational unit or agency? If so, identify.
- (9) Are employees satisfied with the AWS program in its present form?

